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Proposed programme budget for the biennium 2016-2017*

Part II
Political affairs

Section 5
Peacekeeping operations

(Programme 4 of the biennial programme plan for the period 2016-2017)**

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

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Overview

Table 5.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015[a]	112 956 200
New mandates and inter-component changes	(564 000)
Changes in line with General Assembly resolution 69/264 (further reductions)	(579 300)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(36 500)
Total resource change	(1 179 800)
Proposal of the Secretary-General for 2016-2017	111 776 400

[a] At 2014-2015 revised rates.

Table 5.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	380	2 USG, 5 ASG, 6 D-2, 7 D-1, 9 P-5, 6 P-4, 7 P-3, 9 P-2/1, 19 GS (OL), 201 LL, 107 FS, 2 NO
New	2	1 P-4 and 1 P-3 under United Nations Truce Supervision Organization
Reclassification	5	5 FS to LL under United Nations Truce Supervision Organization
Abolishment	(14)	3 FS, 11 LL under United Nations Truce Supervision Organization
Proposed for the biennium 2016-2017	368	2 USG, 5 ASG, 6 D-2, 7 D-1, 9 P-5, 7 P-4, 8 P-3, 9 P-2/1, 19 GS (OL), 195 LL, 99 FS, 2 NO

Overall orientation

5.1 The overall purpose of the programme is to support the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the purposes and principles of the Charter of the United Nations. The mandates of the programme are provided in relevant resolutions of the Security Council and the General Assembly.

5.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in the planning and support of peacekeeping operations and special political missions under its direction. The Department of Field Support coordinates two subprogrammes for the provision of administrative and logistics support services to field-based peacekeeping and special political missions. The programme also comprises two peacekeeping missions: the United Nations Truce Supervision Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP).

Note: The following abbreviations are used in tables and charts: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; OL, Other level; PL, Principal level; LL, Local level; NO, National Officer.

5.3 The Department of Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies. It also leads the integrated assessment and planning process for new Department-led operations.

5.4 The Department of Field Support provides administrative and logistical support services to United Nations peacekeeping operations, special political missions and other field presences as mandated, in the areas of human resources, finance and budget, conduct and discipline, logistics, and information and communications technology.

5.5 To implement the programme, the Departments will work in an integrated and cohesive way through joint departmental decision-making bodies and shared resources under a unified vision, direction and set of guiding principles. The Departments will ensure an integrated United Nations approach in countries where integrated peacekeeping missions are deployed alongside United Nations agencies, funds and programmes through integrated assessment and planning that reflects a shared vision and agreement on common objectives and results as well as clarity of the respective roles and responsibilities. Both Departments will continue to pursue greater coordination, within existing mandates, with internal partners, as well as with external partners, including international financial institutions and regional organizations, to enhance the ability of the United Nations to maintain international peace and security. Sustainable progress on security, national reconciliation and development need to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. Regional and subregional approaches to peacekeeping and political strategies for multiple operations will also continue to be pursued when appropriate.

5.6 In that context, the Department of Peacekeeping Operations, the Department of Field Support and other engaged departments and organizations will plan and conduct United Nations peacekeeping activities in a manner that facilitates post-conflict peacebuilding and the long-term prevention of the recurrence of armed conflict, in coordination with the Peacebuilding Commission. To increase the programme's effectiveness, policy development on and evaluation of the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

5.7 The Departments will provide information to Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries that need to make informed decisions about their engagement in United Nations peacekeeping. The programme will aim to keep stakeholders, including Member States, informed of field support issues. In an integrated manner, special attention will be given to the safety and security of personnel in the field, and careful consideration will be given to gender and geographical balance in the staffing of operations.

5.8 The Department of Peacekeeping Operations will continue to focus its efforts on strengthening mission planning and oversight; implementing specific Security Council mandates, including those related to protecting civilians, in accordance with the purposes and principles of the Charter and basic principles of peacekeeping (consent of the parties, impartiality and non-use of force except in self-defence and in the defence of a mandate authorized by the Security Council); and pursuing a capability-driven approach to identifying, developing and using peacekeeping resources.

5.9 Programme strategies and plans will be undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly

mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Mandates may include monitoring ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and strengthened State authority; coordinating economic rehabilitation and mine-clearance programmes; and facilitating the delivery of humanitarian assistance.

5.10 By June 2015, the Department of Field Support will have mainstreamed the main benefits of the integrated service delivery model of the global field support strategy into its programme of work. Strategic, solutions-oriented Headquarters divisions will be providing cohesive guidance and support to field missions. The integrated field service delivery model will have been reinforced by the Organization-wide implementation of the Umoja enterprise resource planning system. The principles and tools developed under the global field support strategy will focus on ensuring their effective use in support of new and dynamic field missions.

5.11 As the global field support strategy approaches the end of its five-year implementation plan, the Department of Field Support will remain a strategy-driven organization, with its strategic priorities as set by intergovernmental bodies embedded within the workplans of Headquarters divisions, the Global Service Centre, shared service entities and mission support components of field missions. During the biennium, the principles that underpinned the global field support strategy will be mainstreamed into future departmental strategic planning-setting. Departmental strategy will be accompanied by a strong results-driven performance framework to enable the effective monitoring and management of strategic objectives and in order to deliver services to the field quickly and effectively.

5.12 Under the programme, the Departments will also provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Departments will implement the recommendations of the Special Committee, as endorsed by the Assembly.

Overview of resources

5.13 The overall level of resources for section 5, Peacekeeping operations, for the biennium 2016-2017, amounts to $111,776,400, before recosting, including $10,912,000 for the Department of Peacekeeping Operations; $8,471,300 for the Department of Field Support; $70,430,600 for UNTSO; and $21,962,500 for UNMOGIP, reflecting a net decrease under the section of $1,179,800 (or 1.0 per cent). Resource changes for this section result from three factors, namely: (a) new mandates and inter-component changes; (b) resource changes in line with General Assembly resolution 69/264 (further reduction); and (c) resource changes in line with Assembly resolution 69/264 (efficiencies). The reductions will not impact full and effective mandate implementation.

5.14 Resource changes in line with General Assembly resolution 69/264 reflect proposals of freezing of recruitment against established posts, abolishment of posts, and reductions in non-post resources that are anticipated in 2016-2017.

5.15 The proposed reductions will be influenced by the future impact of the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the proposed reductions, while firm in financial terms, are flexible in operational terms. The flexibility means that the specific composition of the post freezes, and the

reorganization of functions and roles as a result of the freezes and abolishment of posts, will be determined only during 2016-2017, when the impact of Umoja becomes clearer.

5.16 The estimated resources under the support account for peacekeeping operations for the biennium 2016-2017 amounting to $321,822,900 would complement the resources from the regular budget. In addition, extrabudgetary resources estimated at $106,269,400, a substantial majority of which would be from the Voluntary Trust Fund for Assistance in Mine Action, would be used to support the programme of work of the Department of Peacekeeping Operations.

5.17 The distribution of resources is reflected in tables 5.3 to 5.5.

Table 5.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2012-2013 expenditure	*2014-2015 appropriation*	*Technical adjustment (non-recurrent and biennial provision)*	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2016-2017 estimate*
A. Peacekeeping operations											
1. Department of Peacekeeping Operations											
(a) Executive direction and management	1 342.6	1 309.6	–	–	(4.0)	–	(4.0)	(0.3)	1 305.6	34.1	1 339.7
(b) Programme of work											
1. Operations	4 946.8	5 509.2	–	–	(4.0)	–	(4.0)	(0.1)	5 505.2	141.4	5 646.6
2. Military	835.2	944.1	–	–	(3.5)	–	(3.5)	(0.4)	940.6	29.7	970.3
3. Rule of law and security institutions	1 441.6	1 535.7	–	–	(3.6)	–	(3.6)	(0.2)	1 532.1	34.1	1 566.2
4. Policy, evaluation and training	605.9	645.7	–	–	–	–	–	–	645.7	18.5	664.2
Subtotal, (b)	**7 829.5**	**8 634.7**	–	–	**(11.1)**	–	**(11.1)**	**(0.1)**	**8 623.6**	**223.7**	**8 847.3**
(c) Programme support	1 121.6	1 090.6	–	–	(71.3)	(36.5)	(107.8)	(9.9)	982.8	36.9	1 019.7
Subtotal, (1)	**10 293.7**	**11 034.9**	–	–	**(86.4)**	**(36.5)**	**(122.9)**	**(1.1)**	**10 912.0**	**294.7**	**11 206.7**
2. Department of Field Support											
(a) Executive direction and management	1 957.3	2 130.0	–	–	(10.1)	–	(10.1)	(0.5)	2 119.9	46.5	2 166.4
(b) Programme of work											
5. Field administrative support	3 093.3	3 274.5	–	–	(2.5)	–	(2.5)	(0.1)	3 272.0	101.8	3 373.8

	2012-2013 expenditure	2014-2015 appropriation	Resource changes: Technical adjustment (non-recurrent and biennial provision)	Resource changes: New mandates and inter-component changes	Resource changes: Further reductions in line with resolution 69/264	Resource changes: Efficiencies in line with resolution 69/264	Resource changes: Total	Resource changes: Percentage	Total before recosting	Recosting	2016-2017 estimate
6. Integrated support services	3 003.0	3 079.4	–	–	–	–	–	–	3 079.4	80.1	3 159.5
Subtotal, (b)	**6 096.3**	**6 353.9**	**–**	**–**	**(2.5)**	**–**	**(2.5)**	**–**	**6 351.4**	**181.9**	**6 533.3**
Subtotal, (2)	**8 053.6**	**8 483.9**	**–**	**–**	**(12.6)**	**–**	**(12.6)**	**(0.1)**	**8 471.3**	**228.4**	**8 699.7**
Subtotal, A	**18 347.3**	**19 518.8**	**–**	**–**	**(99.0)**	**(36.5)**	**(135.5)**	**(0.7)**	**19 383.3**	**523.1**	**19 906.4**
B. Peacekeeping missions											
1. United Nations Truce Supervision Organizations	70 292.6	74 245.0	–	(3 460.4)	(354.0)	–	(3 814.4)	(5.1)	70 430.6	1 459.6	71 890.2
2. United Nations Military Observer Group in India and Pakistan	19 822.1	19 192.4	–	2 896.4	(126.3)	–	2 770.1	14.4	21 962.5	2 360.8	24 323.3
Subtotal, B	**90 114.7**	**93 437.4**	**–**	**(564.0)**	**(480.3)**	**–**	**(1 044.3)**	**(1.1)**	**92 393.1**	**3 820.4**	**96 213.5**
Total, (1)	**108 462.1**	**112 956.2**	**–**	**(564.0)**	**(579.3)**	**(36.5)**	**(1 179.8)**	**(1.0)**	**111 776.4**	**4 343.5**	**116 119.9**

(2) *Other assessed*

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
1. Department of Peacekeeping Operations			
(a) Executive direction and management	18 505.5	19 992.4	20 788.6
(b) Programme work	140 974.9	141 580.5	141 741.3
(c) Programme support	28 098.7	22 188.2	23 750.6
Subtotal, (1)	**187 579.1**	**183 761.1**	**186 280.5**
2. Department of Field Support			
(a) Executive direction and management	21 729.1	23 159.9	24 259.4
(b) Programme work	111 385.7	109 527.5	111 283.0
Subtotal, (2)	**133 114.8**	**132 687.4**	**135 542.4**
Total, (2)	**320 693.9**	**316 448.5**	**321 822.9**

(3) *Extrabudgetary*

	2012-2013 expenditure	2014-2015 estimate								2016-2017 estimate
1. Department of Peacekeeping Operations										
(a) Executive direction and management	14 188.1	12 360.4								11 602.4
(b) Programme work	124 845.6	101 359.7								93 591.3
(c) Programme support	1 249.6	1 083.6								1 075.7
Total, (3)	**140 283.3**	**114 803.7**								**106 269.4**
Total (1), (2) and (3)	**569 439.3**	**544 208.4**	**–**	**(564.0)**	**(579.3)**	**(36.5)**	**(1 179.8)**	**(1.0)**	**111 776.4**	**4 343.5** **544 212.2**

Table 5.4 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
	2014-2015	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
USG	2	2	–	–	–	–	–	–	2	2
ASG	5	5	–	–	–	–	–	–	5	5
D-2	6	6	–	–	8	7	1	1	15	14
D-1	7	7	–	–	21	24	–	–	28	31
P-5	9	9	–	–	77	77	4	5	90	91
P-4/3	13	15	–	–	472	478	12	12	497	505
P-2/1	9	9	–	–	14	14	–	–	23	23
Subtotal	**51**	**53**	**–**	**–**	**592**	**600**	**17**	**18**	**660**	**671**
General Service										
Principal level	–	–	–	–	20	20	1	1	21	21
Other level	19	19	–	–	234	236	11	14	264	269
Subtotal	**19**	**19**	**–**	**–**	**254**	**256**	**12**	**15**	**285**	**290**
Other categories										
Field Service	107	99	–	–	–	–	–	–	107	99
National Officer	2	2	–	–	–	–	–	–	2	2
Local level	201	195	–	–	–	–	–	–	201	195
Subtotal	**310**	**296**	**–**	**–**	**–**	**–**	**–**	**–**	**310**	**296**
Total	**380**	**368**	**–**	**–**	**846**	**856**	**29**	**33**	**1 255**	**1 257**

Table 5.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Peacekeeping operations			
1. Department of Peacekeeping Operations			
(a) Executive direction and management	1.2	6.5	10.9
(b) Programme of work	7.7	44.0	88.1
(c) Programme support	0.9	7.4	1.0
Subtotal	**9.8**	**57.9**	**100.0**
2. Department of Field Support			
(a) Executive direction and management	1.9	7.5	–
(b) Programme of work	5.7	34.6	–
Subtotal	**7.6**	**42.1**	**–**
B. Peacekeeping missions			
1. United Nations Truce Supervision Organization	63.0	–	–
2. United Nations Military Observer Group in India and Pakistan	19.6	–	–
Subtotal	**82.6**	**–**	**–**
Total	**100.0**	**100.0**	**100.0**

New mandates and inter-component changes

5.18 Resource changes of $564,000 reflect an overall decrease of $3,460,400 under UNTSO and an overall increase of $2,896,400 under UNMOGIP, as indicated in the following paragraphs.

5.19 The overall decrease of $3,460,400 under UNTSO reflects: (a) the proposed abolishment of 13 posts (2 Field Service and 11 Local level), and downward reclassification of 5 Field Service posts to the Local level, partially offset by the establishment of two new posts (1 P-4 and 1 P-3) ($2,057,800) in line with the streamlining of support structure and redistribution of workloads and the outsourcing of security services; and (b) an overall decrease under non-post resources ($1,402,600).

5.20 The decrease resulting from the changes in posts, particularly under UNTSO, is offset by increases under other budget sections, mainly under the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) under section 3, Political affairs, related to the proposed reclassification of 6 Security Service level posts of close protection officers to the Field Service level.

5.21 The overall increase of $2,896,400 under UNMOGIP reflects the requirements for refurbishment of the premises, the reimbursement for the monetized value of the ongoing facilities provided by the Indian Army, and the rent of the premises of the liaison office in New Delhi.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

5.22 Resource changes of $579,300 are proposed in line with General Assembly resolution 69/264 under posts ($393,500) and non-posts ($185,800). The decrease of $393,500 under posts reflects the proposals for: (a) freezing of recruitment against an established post under the Department of Peacekeeping Operations and the Department of Field Support ($104,300); and (b) abolishment of one Field Service post under UNTSO ($289,200).

5.23 The proposed decrease of $185,800 under non-post resources relates to travel of staff that takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions that the offices under section 5 plan to bring about in 2016-2017.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

5.24 Resource changes of $36,500 are proposed in line with General Assembly resolution 69/264: (a) under posts ($29,800), reflecting the proposed freezing of recruitment against an established post under programme support; and (b) under non-post items ($6,700), reflecting the efficiencies that the Department anticipates in 2016-2017, mainly under contractual services ($9,400), partly offset by an increase of $2,700 in other staff costs, under the Department of Peacekeeping Operations.

Other assessed and extrabudgetary resources

5.25 The estimated resources under the support account for peacekeeping operations in the biennium 2016-2017 amounting to $321,822,900 would complement the resources from the regular budget. In addition, extrabudgetary resources amounting to $106,269,400 are projected for the biennium 2016-2017 to support the programme of work of the Department of Peacekeeping Operations.

Other information

5.26 Pursuant to General Assembly resolution 64/259 on accountability, the Department of Peacekeeping Operations and the Department of Field Support have taken measures aimed at further strengthening the Departments' accountability framework. These measures include: evaluation of command and control arrangements in peacekeeping operations; creation of an integrated conduct and discipline framework; and strengthened accountability measures in the stewardship of the resources of the Organization. In early 2012, the Departments endorsed the evaluation of the Department of Peacekeeping Operations and the Department of Field Support Command and Control Policy, which examined the effectiveness of command and control arrangements for United Nations peacekeeping operations. The key finding of the evaluation was that the current policy framework for command and control arrangements for United Nations peacekeeping effectively outlined the core relationships required for the operation of a peacekeeping mission.

5.27 Pursuant to General Assembly resolution 58/269, resources for the conduct of monitoring and evaluation amounting to $2,520,400 are identified under the support account for peacekeeping operations for a total of 168 work-months (120 work-months at the Professional level and 48 work-months at the General Service level).

5.28 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 5.6 and as distributed in the output information for each subprogramme.

Table 5.6 **Summary of publications (print)**

	2012-2013 actual	*2014-2015 estimate*	*2016-2017 estimate*
Recurrent	14	14	14
Non-recurrent	–	–	–
Total	**14**	**14**	**14**

5.29 The Department of Peacekeeping Operations and the Department of Field Support maintain strong partnerships across the United Nations system in order to leverage expertise and avoid duplication of activities and resources, where possible. For example, as the Global Focal Point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, the Department of Peacekeeping Operations and the United Nations Development Programme (UNDP) jointly undertake to deliver coherent police, justice and corrections support in mission settings and other crisis situations, and to assist United Nations country teams and field missions to develop and implement common rule of law, justice and security strategies and programmes. These efforts are additionally aimed at ensuring high-level strategic coordination with key partners. The Department of Peacekeeping Operations and the Department of Field Support participate in a number of inter-agency processes on cross-cutting issues. As a member of the Inter-Agency Security Sector Reform Task Force, which comprises 14 United Nations departments, agencies, funds and programmes, the Department of Peacekeeping Operations works to strengthen system-wide collaboration, coordination and coherence with key partners in support of national security sector reform efforts. Similar inter-agency processes include the United Nations Development Group-Executive Committee on Humanitarian Assistance Working Group, the Peacebuilding Contact Group, the United Nations-World Bank Working Group, and the New Deal Task Team. The Department of Peacekeeping Operations and the Department of Field Support are also members of the Civilian Capacity Working Group and Steering Committee and serve as the secretariat to the Integration Steering Group. In this capacity, they have advanced integration policy in the United Nations system in a number of key areas, including through the development of the new United Nations Policy on Integrated Assessment and Planning, which was approved by the Secretary-General in April 2013. The Department of Peacekeeping Operations and the Department of Field Support are also represented in the Inter-Agency Security Management Network as a member of its Steering Group. The Network and the Steering Group are tasked with developing safety and security policies which apply to all United Nations entities within the common system. The Department of Peacekeeping Operations and the Department of Field Support, along with the Department of Political Affairs, the Department of Safety and Security, the Department of Management, the Department of Public Information, the Office for the Coordination of Humanitarian Affairs and UNDP, are also actively engaged in the United Nations Operations and Crisis Centre, the key objective of which is to capitalize on synergies within the Organization and, building on economies of scale, establish a single centre under the Secretary-General's authority to provide a common operational picture to United Nations senior leaders, and be the central venue at Headquarters for responding to crises in the field.

A. Peacekeeping operations

1. Department of Peacekeeping Operations

(a) Executive direction and management

Resource requirements (before recosting): $1,305,600

5.30 The Office of the Under-Secretary-General, Department of Peacekeeping Operations, consists of the front office of the Under-Secretary-General, and the Office of the Chief of Staff, which also comprises the Public Affairs Section and the Situation Centre. The Executive Office, whose functions relate solely to programme support for the Department of Peacekeeping Operations as a whole and the Department of Field Support, is shown separately.

5.31 The Department has sought measures to ensure that proper guidance and tools are delivered to support the required level of performance of the some 104,000 military and police personnel serving in peacekeeping missions. The Under-Secretary-General for Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to the Department-led operations on behalf of the Secretary-General and formulates guidelines and policies for peacekeeping operations and special political missions under the responsibility of the Department of Peacekeeping Operations, based on Security Council mandates. He advises the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners and protection of civilians. He also maintains high-level contact with parties to conflict and Member States, particularly the Security Council, as well as troop-, police- and financial-contributing countries, in the implementation of the Security Council mandates. He collaborates with the Under-Secretary-General for Field Support on all matters falling within the purview of the Department of Peacekeeping Operations.

5.32 The Office of the Under-Secretary-General for Peacekeeping Operations supports the Under-Secretary-General in directing, managing and giving political and policy guidance and strategic direction to the Department of Peacekeeping Operations and field operations managed by the Department; develops the Department's programme of work, ensuring alignment with the strategic goals and priorities for United Nations peacekeeping; represents peacekeeping interests in relevant intergovernmental forums; provides strategic and operational direction to peacekeeping operations and special political missions; manages media relations, publicity and external relations and supports public information activities in field operations; leads cross-cutting management, reform and information activities in field operations; supports decision-making by providing situational awareness on developments impacting United Nations peacekeeping; delivers policy advice on safety and security issues related to peacekeeping operations; and facilitates crisis response for the Department of Peacekeeping Operations and the Department of Field Support.

Table 5.7 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources.

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Timely delivery of outputs and services	Target	100	100	100
	[percentage of outputs and services delivered on time]	Estimate		100	100
		Actual			100
(b) Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations	Major benchmarks are defined and met for all operations and missions led by the Department of Peacekeeping Operations	Target	100	90	80
		Estimate		100	80
		Actual			100
	[percentage of benchmarks defined and met]				
(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations	Performance measures/targets related to the implementation of reform agendas during the reporting period are achieved	Target	90	85	80
		Estimate		85	80
	[percentage of measures/targets achieved]	Actual			80

External factors

5.33 The Office of the Under-Secretary-General is expected to achieve its objective and expected accomplishments on the assumption that Member States will provide the necessary political support and financial resources to implement mission mandates and that peacekeeping partners will provide the necessary support.

Outputs

5.34 During the biennium 2016-2017, the following outputs will be delivered:

(a) Substantive servicing of meetings (regular budget, extrabudgetary and other assessed resources):

(i) Substantive Secretariat support to the Special Committee on Peacekeeping Operations and the Special Political and Decolonization (Fourth) Committee of the General Assembly;

(ii) Briefings in response to all requests by the Special Committee on Peacekeeping Operations and the Special Political and Decolonization (Fourth) Committee of the General Assembly;

(iii) Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping (80);

(b) Parliamentary documentation (regular budget): reports of the Secretary-General on implementation of recommendations of the Special Committee on Peacekeeping Operations;

(c) Other substantive activities (regular budget, extrabudgetary and other assessed resources):

(i) Fact-finding missions: visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping (15);

(ii) Substantive servicing of inter-agency meetings:

a. Delivery of programme plans as set out in the regular budget and the budget of the support account for peacekeeping operations;

b. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping;

(iii) Technical material: monitoring the completion and related performance assessments for all Senior Managers' compacts signed between the Heads of Peacekeeping Missions and the Secretary-General.

5.35 The distribution of resources for executive direction and management is reflected in table 5.8.

Table 5.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 261.8	1 261.8	3	3
Non-post	47.8	43.8	–	–
Subtotal	**1 309.6**	**1 305.6**	**3**	**3**
Other assessed	19 992.4	20 788.6	58	59
Extrabudgetary	12 360.4	11 602.4	–	–
Total	**33 662.4**	**33 696.6**	**61**	**62**

5.36 The amount of $1,261,800 in post resources provides for the continuation of three posts (1 USG, 1 D-1 and 1 General Service (Other level)) for the Office of the Under-Secretary-General. The amount of $43,800 relates to official travel of staff of the Office and hospitality for the Department as a whole. The reduction ($4,000) under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel.

5.37 The resources from the support account for peacekeeping operations are estimated at $20,788,600, including 59 posts and operational costs to carry out the work and to deliver the outputs. In addition, extrabudgetary resources estimated at $11,602,400 from the Trust Fund in Support of the Department of Peacekeeping Operations would be used for the Department in carrying out projects in areas such as gender mainstreaming, prevention of sexual exploitation and abuse, rule of law, best practices and training.

(b) Programme of work

5.38 The distribution of resources by subprogramme is reflected in table 5.9.

Table 5.9 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Operations	5 509.2	5 505.2	15	15
2. Military	944.1	940.6	3	3
3. Rule of law and security institutions	1 535.7	1 532.1	3	3
4. Policy, evaluation and training	645.7	645.7	3	3
Subtotal	**8 634.7**	**8 623.6**	**24**	**24**
Other assessed	141 580.5	141 741.3	372	374
Extrabudgetary	101 359.7	93 591.3	24	28
Total	**251 574.9**	**243 956.2**	**420**	**426**

Subprogramme 1
Operations

Resource requirements (before recosting): $5,505,200

5.39 Substantive responsibility for this subprogramme is vested in the Office of Operations. The Office is composed of three divisions: Africa Division I; Africa Division II; and the Asia, Middle East, Europe and Latin America Division. The support account for peacekeeping operations for the 2015/16 budget cycle proposes the establishment of the Division by merging the existing Asia and Middle East Division with the Europe and Latin America Division, as the backstopping for the United Nations Assistance Mission in Afghanistan (UNAMA) was transferred to the Department of Political Affairs on 1 October 2014 and the closure of the United Nations Integrated Mission in Timor-Leste (UNMIT) took place in December 2012. The divisions include a total of seven integrated operational teams. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.10 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the effective implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decision-making on issues relating to peacekeeping	(i) Recommendations for establishing new or implementing major adjustments to existing peacekeeping operations incorporated in resolutions of the Security Council, the General Assembly and other intergovernmental bodies [percentage of recommendations incorporated]	Target	100	100	100
		Estimate		100	100
		Actual			100
	(ii) 100 per cent of the reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and members of the Security Council	Target	100	100	100
		Estimate		100	100
		Actual			100
(b) Effectively and efficiently managed peacekeeping operations	(i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new, or implementing adjustments to existing, peacekeeping operations	Target	100	100	100
		Estimate		100	100
		Actual			100
	(ii) 100 per cent of peacekeeping operations fulfil major milestones as defined in and mandated by Security Council resolutions	Target	100	–	–
		Estimate		–	–
		Actual			–

External factors

5.40 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) parties to the conflict cooperate and will be willing to resolve their disputes peacefully; (b) peacekeeping partners will provide the necessary support; and (c) the security environment will permit the establishment or continuation of peacekeeping operations.

Outputs

5.41 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget, other assessed resources and extrabudgetary):

(i) General Assembly: substantive servicing of meetings: background information and advice to the General Assembly and its various bodies on peacekeeping issues;

(ii) Security Council:

a. Substantive servicing of meetings: oral briefings to the Security Council on peacekeeping issues (35); consultations with troop-contributing countries (35);

b. Parliamentary documentation: reports of the Secretary-General (25);

(iii) Other substantive activities (regular budget, other assessed resources and extrabudgetary): technical material: guidance and support to peacekeeping operations on strategic, policy, political and operational matters; advice provided to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues; annual meetings with the European Union and the North Atlantic Treaty Organization (NATO) in Brussels and annual meeting with the European Union in New York (2); consultations and structural arrangements with/among regional organizations to promote regional peacekeeping capacities expanded in the context of specific operations; integrated task forces and working groups with internal and external partners for complex, multidimensional peacekeeping operations.

5.42 The distribution of resources for subprogramme 1 is reflected in table 5.11.

Table 5.11 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	5 466.6	5 466.6	15	15
Non-post	42.6	38.6	–	–
Subtotal	**5 509.2**	**5 505.2**	**15**	**15**
Other assessed	27 885.9	26 642.2	76	75
Total	**33 395.1**	**32 147.4**	**91**	**90**

5.43 The amount of $5,466,600 in post resources would provide for 15 posts (1 ASG, 3 D-2, 3 D-1, 2 P-5, 1 P-4/3 and 5 General Service (Other level)) of the Office of Operations. Each of the 3 D-2 posts will head one of the regional divisions of the Office. The amount of $38,600 in non-post resources relates to official travel of staff and provision for contractual translation services for the translation into official languages of papers and studies that are time-sensitive. The reduction ($4,000) under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel.

5.44 The resources from the support account for peacekeeping operations are estimated at $26,642,200, including a total of 75 posts and non-post resources to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 2
Military

Resource requirements (before recosting): $940,600

5.45 Substantive responsibility for this subprogramme is vested in the Office of Military Affairs. The Office is composed of the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service. The subprogramme will be

implemented in accordance with the strategy detailed under subprogramme 2 of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) No longer than seven days needed to prepare military plans from the date a Security Council resolution is passed	Target	7	7	7
		Estimate		7	7
		Actual			7
	(ii) Official pledge requests to troop-contributing countries issued within five days of the date on which the list of potential troop-contributing countries is approved	Target	5	5	5
		Estimate		5	5
		Actual			5
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates	Target	100	100	100
		Estimate		90	100
		Actual			73

External factors

5.46 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that Member States will contribute the required military personnel and material to peacekeeping operations in a timely manner to effect deployment, and that parties to conflict in areas of peacekeeping operations will cooperate with the United Nations.

Outputs

5.47 During the biennium 2016-2017, the following outputs will be delivered:

(a) Other substantive activities (regular budget):

(i) Technical material: daily monitoring and provision of support to all military units through the functioning of oversight; deployment of military forces, observers and Headquarters staff with emphasis on achieving gender balance; improvement of the pledging mechanism of the United Nations standby arrangements system and senior appointment pool; development of policies, guidelines and standard operating procedures related to the greater effectiveness of military components; military advisory briefings to existing, emerging and new troop-contributing countries on operational requirements for new, or significantly adjusting, peacekeeping operations; support increased effectiveness of deployed military components through readily deployable Headquarters-based military staff for start-up, surge or missions in crisis;

and preparation of military strategic guidance documentation — concepts of operations, force requirements and rules of engagement;

(ii) Special events — Seminars for outside users: advice to Member States, regional organizations and United Nations entities on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, and the implementation of military aspects of peacekeeping operations; mission-specific briefings on new or anticipated developments, crisis situations, force requirements, rules of engagement, and threat assessments and changes to the mandate of peacekeeping operations; predeployment induction and post-appointment briefings for senior military personnel.

5.48 The distribution of resources for subprogramme 2 is reflected in table 5.13.

Table 5.13 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	907.2	907.2	3	3
Non-post	36.9	33.4	–	–
Subtotal	**944.1**	**940.6**	**3**	**3**
Other assessed	48 617.6	48 263.1	131	130
Total	**49 561.7**	**49 203.7**	**134**	**133**

5.49 The amount of $907,200 in post resources would provide for the continuation of three posts (1 ASG and 2 General Service (Other level)) in the Office of Military Affairs. The non-post resources in the amount of $33,400 would provide for official travel of staff of the Office and for contractual translation services for the translation into official languages of papers and studies that are time-sensitive. The reduction ($3,500) under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel.

5.50 The resources from the support account for peacekeeping operations are estimated at $48,263,100, including 130 posts and operational costs to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 3
Rule of law and security institutions

Resource requirements (before recosting): $1,532,100

5.51 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions. The Office consists of the Office of the Assistant Secretary-General, which includes the Security Sector Reform Unit; the Police Division; the Mine Action Service; the Criminal Law and Judicial Advisory Service; and the Disarmament, Demobilization and Reintegration Section. The subprogramme will be implemented in accordance with the strategy

detailed under subprogramme 3 of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable rule of law and security institutions in post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(i) Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of a Security Council resolution [number of days]	Target	25	30	45
		Estimate		30	45
		Actual			45
	(ii) Reduction in the number of days for deployment of core rule of law (justice and corrections) and mine action personnel after the adoption of a Security Council resolution	Target	15	15	20
		Estimate		15	20
		Actual			20
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(i) Increased number of integrated plans supported by police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations	Target	5	5	4
		Estimate		5	4
		Actual			4
	(ii) Increased number of host countries of peacekeeping operations that are supported by those operations so that their rule of law and security institutions can fully assume their responsibility	Target	13	13	13
		Estimate		13	13
		Actual			13
(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries	Target	2 500	3 500	4 200
		Estimate		3 500	4 200
		Actual			4 200

External factors

5.52 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that the Security Council will provide clear, realistic mandates for rule of law and security institutions activities; national systems and mechanisms will be in place to provide qualified, seconded police, corrections and justice officers within the timelines set; external peacekeeping partners will provide the necessary support for activities related to the re-establishment of rule of law and security institutions; host States will be committed to the development of their rule of law and security institutions and/or implementing disarmament, demobilization and reintegration programmes; and national mine action organizations will be in place in the country of operations.

Outputs

5.53 During the biennium 2016-2017, the following outputs will be delivered:

(a) Other substantive activities (regular budget, other assessed resources and extrabudgetary):

(i) Fact-finding missions: operational visit reports on each peacekeeping operation (10);

(ii) Technical material: briefings to Member States that are both mission- and police-specific (24); advice provided to peacekeeping missions on capacity-building of the local police and other law enforcement agencies; advice and support to police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel, including United Nations police and formed police units and their equipment (94); technical support and recommendations to field missions through two assessment missions of mine action components in new or reconfigured peacekeeping operations, special political missions and/or emergency context; briefings to Member States on justice and corrections matters; deployment of police thematic experts, including on planning and reform to six field operations (6); development of guidance materials for justice and corrections personnel; development of training materials and delivery of training courses for justice and corrections personnel; development, review and/or revision of police operational plans, standard operating procedures and concepts of operations for police components of field operations (12); enhanced accessibility and utility of the website of the Electronic Mine Information Network containing mine action reports, public information materials and operational data from 17 mine action programmes/peacekeeping operations; enhanced quality of databases of the Information Management System for Mine Action with suspected and known hazard areas and with information on victims in all current programmes; development and initial deployment of Strategic Guidance Framework for International Police Peacekeeping policy and guidelines; guidance to mine action programmes/peacekeeping operations on issues related to mine action standards, policies and procedures (17); predeployment visits to Member States to provide advice on police requirements and capacity and resource needs (10); preparation of programme review reports on justice and corrections components in peacekeeping missions; presentation and/or representation in international forums related to mine action and explosive remnants of war (4); provision of advice and support to special political missions on issues related to justice, corrections, disarmament, demobilization and reintegration, security sector reform, and mine action through policy guidance, assessments, planning, monitoring and evaluation of respective programmes; formulation and delivery of specialized training courses on mine action-related matters to United Nations and relevant civil society organizations operating in post-conflict environments (6); presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on improved delivery of mandates in the field in the area of security sector reform (3); technical or strategic support, review or assessment reports on the implementation of security sector reform mandates (6); targeted meetings with donors to ensure that funds are available for deployments of security sector reform specialists from the United Nations Roster of Security Sector Reform Experts to peacekeeping operations (3); and annual multi-donor report on United Nations Mine Action Service activities;

(iii) Substantive servicing of inter-agency meetings: co-chairmanship of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; co-chairing of the Inter-Agency Security Sector Reform Task Force and organization of bimonthly meetings at the working level and annual meetings at the Principal level; organization

of biannual meetings of security sector reform chiefs and advisers from peacekeeping missions; coordination of mine risk education and community liaison activities in all United Nations mine action programmes; chairmanship of meetings of the Inter-Agency Coordination Group for Mine Action at the Principal and working levels and annual meetings of the Committee on Mine Action (2);

(b) Technical cooperation (extrabudgetary): field projects: clearance; risk education; weapons and stockpile security, management and destruction; capacity-building of national authorities and local partners; training courses for peacekeeping forces and commercial demining staff in all peacekeeping operations on landmine safety; deployment of demining assets compliant with International Mine Action Standards according to priorities established by the Inter-Agency Coordination Group on Mine Action; deployments of security sector reform specialists from the United Nations Roster of Security Sector Reform Experts to peacekeeping operations or special political missions; and deployment of disarmament, demobilization and reintegration expertise to the special political missions.

5.54 The distribution of resources for subprogramme 3 is reflected in table 5.15.

Table 5.15 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 499.7	1 499.7	3	3
Non-post	36.0	32.4	–	–
Subtotal	**1 535.7**	**1 532.1**	**3**	**3**
Other assessed	38 552.9	39 132.9	103	106
Extrabudgetary	101 359.7	93 591.3	24	28
Total	**141 448.3**	**134 256.3**	**130**	**137**

5.55 The amount of $1,499,700 in post resources would provide for the continuation of three posts (1 ASG, 1 D-2 and 1 P-5) of the Office. The non-post resources in the amount of $32,400 would provide for official travel of staff for regional meetings of troop-contributing countries, seminars and conferences. The reduction ($3,600) under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel.

5.56 The resources from the support account for peacekeeping operations are estimated at $39,132,900, including 106 posts and other operational costs to carry out the programme of work and to deliver outputs under the subprogramme.

5.57 The extrabudgetary resources, for the most part from the Voluntary Trust Fund for Assistance in Mine Action, are estimated at $93,591,300, including 28 posts and non-post resources.

Communications Section, Tiberias; and three security officers, Security Services Section, Jerusalem) to the Local level.

5.105 The non-post resources in the amount of $25,897,800 relate to military observers' daily allowance, travel of staff, contractual services, general operating expenses and other operational requirements of UNTSO. The net decrease of $1,467,400 under non-post resources reflects: (a) decreases under other staff costs owing to the extension of the tour of duty beyond the normal 12 months for military observers from some countries; supplies owing to adjustments based on expenditure patterns; improvement to premises as some of the renovation work is completed, and travel that takes into account the approved standards of accommodation for air travel; and (b) increases under contractual services related to security guard services, general operating expenses associated with additional office space in Tiberias, new requirement for repeater site and office space in the administrative office in Amman, and higher maintenance costs of armoured vehicles.

2. United Nations Military Observer Group in India and Pakistan

Resource requirements (before recosting): $21,962,500

5.106 In January 1948, the Security Council adopted resolution 39 (1948) and established the United Nations Commission for India and Pakistan to investigate the facts pursuant to Article 34 of the Charter of the United Nations and to exercise any mediatory influence likely to smooth difficulties in the dispute regarding the status of Kashmir. The Security Council, by its resolution 47 (1948), expanded the membership of the Commission from three to five, which included the use of military officers to observe the ceasefire. That became the basis for the establishment of the United Nations Military Observer Group in India and Pakistan (UNMOGIP). With the termination of the United Nations Commission for India and Pakistan, the Security Council, by its resolution 91 (1951), decided that UNMOGIP should continue to supervise the ceasefire in Jammu and Kashmir.

5.107 Currently, the task of UNMOGIP is to observe developments pertaining to the strict observance of the ceasefire of 17 December 1971 and to report thereon to the Secretary-General. The activity in the field is coordinated by a main headquarters in Islamabad and a rear headquarters in Srinagar during the winter (and the reverse in summer), and carried out by military observers deployed in field stations and mobile observation teams. A liaison office is located in New Delhi. In addition, international United Nations staff, assisted by local staff, provides administrative and logistical support. Military personnel from the Indian Army and Pakistan Army provide drivers, security and field station domestic services.

5.108 Further to a letter in August 2013 from the Indian Army notifying UNMOGIP of the decision of the Government of India to request payment for the costs of the facilities in India-administered Kashmir (heretofore provided at no cost), and subsequent to discussions between United Nations Headquarters and the Government of India, it was established that UNMOGIP would pay the costs for the facilities provided since January 2014.

5.109 Further to a letter in May 2014 from the Indian Army requesting UNMOGIP to vacate the premises of its liaison office in New Delhi heretofore made available at no cost, and subsequent to market surveys by UNMOGIP, the mission relocated its liaison office to leased premises in September 2014. A budgetary provision is accordingly made in the biennium 2016-2017 to provide the necessary resources for the costs of the facilities provided by the Indian Army and the rent of the liaison office in New Delhi, to support the observer group in the exercise of its activities. In addition to the above, the temporary prefabricated structures of the mission headquarters complex are in urgent need of essential refurbishment to meet United Nations standards. They reached the

Subprogramme 4
Policy, evaluation and training

Resource requirements (before recosting): $645,700

5.58 Substantive responsibility for this subprogramme is vested in the Policy, Evaluation and Training Division. The Division comprises the Office of the Director, which includes the evaluation and partnership teams, the Integrated Training Service and the Peacekeeping Best Practices Section. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To provide the policy, guidance and training tools essential for planning, establishing and sustaining effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Increased awareness of policies, standard operating procedures, guidelines and training standards and tools that are consistent with United Nations principles and reflect lessons learned	(i) Number of web-based materials on policy guidance, lessons learned and best practices downloaded by peacekeeping practitioners from the Department's Policy and Practice Database	Target	25 000	25 000	20 000
		Estimate		25 000	20 000
		Actual			20 000
	(ii) Percentage of peacekeeping training standards developed and made available to Member States, field operations, regional partners and training institutions to support predeployment, induction and ongoing training	Target	100	100	100
		Estimate		100	100
		Actual			100

External factors

5.59 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that Member States will provide the necessary support to implement the activities related to training and policy development and that external factors, such as crises in field missions, and unforeseen needs created by new emerging threats, will not require a reallocation of resources to meet those needs.

Outputs

5.60 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget, other assessed resources and extrabudgetary): General Assembly: substantive servicing of meetings; oral briefings to Member States on peacekeeping issues; provision of substantive Secretariat support to the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee);

end of their useful life at the end of 2012. The proposed budget has a provision to cover the refurbishment needs in the biennium 2016-2017.

5.110 UNMOGIP will deliver its programme of work in accordance with the strategy detailed in programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.28 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	Percentage of incidents/violations reported to United Nations Headquarters in a timely manner	Target	100	100	100
		Estimate		100	100
		Actual			100
(b) Effective and efficient patrolling and inspection and investigation of ceasefire violations	(i) Number of operational patrols with free and secure access to notified areas to the extent permitted by the host countries	Target	5 000	5 000	5 000
		Estimate		5 000	5 000
		Actual			4 864
	(ii) Investigation of all complaints that can be investigated under the purview of the United Nations Military Observer Group in India and Pakistan and with the full cooperation of both parties [percentage]	Target	100	100	100
		Estimate		100	100
		Actual			100

External factors

5.111 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the parties will cooperate, abide by and fulfil the provisions of the ceasefire agreement.

Outputs

5.112 During the biennium 2016-2017, the following outputs will be delivered:

(a) Other substantive activities (regular budget): daily contacts, meetings and negotiations; daily, weekly and monthly reports on incidents/violations, political developments and the safety and security situation; round-the-clock staffing of observer posts, patrols, investigations and inspections;

(b) Technical cooperation (regular budget): field projects, investigations and patrols.

5.113 The distribution of resources for UNMOGIP is reflected in table 5.29.

(b) Other substantive activities (regular budget, other assessed resources and extrabudgetary): technical material: provision of guidance and training materials and tools to peacekeeping practitioners through online databases; advice provided to permanent missions to the United Nations, United Nations system partners, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues; guidance materials (policies, practices and standard operating procedures) and training materials provided to Member States and peacekeeping missions and personnel of the Department of Peacekeeping Operations and the Department of Field Support; support for Member States and regional peacekeeping training and peacekeeping policy institutions; support for field missions through the provision of policy, best practices and knowledge-sharing, training standards and materials, and evaluations of mission performance to improve mandate implementation.

5.61 The distribution of resources for subprogramme 4 is reflected in table 5.17.

Table 5.17 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	645.7	645.7	3	3
Subtotal	**645.7**	**645.7**	**3**	**3**
Other assessed	26 524.1	27 703.1	62	63
Total	**27 169.8**	**28 348.8**	**65**	**66**

5.62 The amount of $645,700 in post resources would provide for the continuation of three posts (2 P-2 and 1 General Service (Other level)) in the Peacekeeping Best Practices Section.

5.63 The resources from the support account for peacekeeping operations are estimated at $27,703,100, including 63 posts and operational costs, to carry out the programme of work and to deliver the outputs under this subprogramme.

(c) Programme support

Resource requirements (before recosting): $982,800

5.64 The Executive Office provides support services to the Department of Peacekeeping Operations and the Department of Field Support in connection with personnel, budgetary and financial administration, resource planning and use of common services, as well as activities financed from the support account for peacekeeping operations and the Voluntary Trust Fund for Assistance in Mine Action.

5.65 The distribution of resources for programme support is reflected in table 5.18.

Table 5.18 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	357.6	223.5	1	1
Non-post	733.0	759.3	–	–
Subtotal	**1 090.6**	**982.8**	**1**	**1**
Other assessed	22 188.2	23 750.6	16	16
Extrabudgetary	1 083.6	1 075.7	5	5
Total	**24 362.4**	**25 809.1**	**22**	**22**

5.66 The amount of $223,500 in post resources would provide for the partial funding of the P-4 post in the Executive Office. The non-post resources in the amount of $759,300 would provide general temporary assistance, compensation for overtime, contractual services, general operating expenses and other operational requirements.

5.67 The overall decrease of $107,800 includes: (a) reductions under posts reflecting the proposed freezing of a post in line with General Assembly resolution 69/264 (efficiencies) ($29,800) and (further reductions) ($104,300); and (b) a net increase under non-post items comprising an increase of $35,700 under other staff costs and a decrease under contractual services ($9,400), in line with Assembly resolution 69/264 (efficiencies).

5.68 The resources from the support account for peacekeeping operations are estimated at $23,750,600, including 16 posts and operational costs, for the programme support companies.

5.69 The regular budget resources would also be complemented by extrabudgetary resources estimated at $1,075,700 from the special account for programme support, including 5 posts and operational costs to provide the necessary support services to the Department of Peacekeeping Operations and the Department of Field Support.

2. Department of Field Support

(a) Executive direction and management

Resource requirements (before recosting): $2,119,900

5.70 The functions of the Office of the Under-Secretary-General are set out in the Secretary-General's bulletin on the organization of the Department of Field Support (ST/SGB/2010/2). The Office of the Under-Secretary-General comprises the Under-Secretary-General, the Assistant Secretary-General and their front office staff as well as capacities to: develop and implement departmental strategies and initiatives, supervise the Department's four functional divisions and the United Nations Global Service Centre, which includes the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base at Valencia, Spain; the capacity to carry out internal, interdepartmental and external consultation and coordination as required by the tempo of ongoing and anticipated United Nations field operations; support to the delivery of integrated support of the operations led by the Department of Peacekeeping Operations through the assignment of specialist support officers to Integrated Operations Teams in the Department of Peacekeeping Operations and the United Nations Support Office for the African Union Mission in Somalia (AMISOM); and

support to special political missions. It also includes the overall strategic guidance and operational decisions in the selection of senior leadership positions in field missions; provision of support to field missions' senior leadership in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel and to monitor the operational and compliance risks associated with the delegation of human, financial, information and communications technology, and physical resource management authority to supported field missions.

5.71 In its resolution 64/269, the General Assembly approved the Secretary-General's global field support strategy, to improve the effectiveness and efficiency of field-based mission support functions. The Office will mainstream the principles, methods and goals of the global field support strategy on the delivery of mission support and will continue to direct, coordinate and report on improvements within the Department and across United Nations field support entities that emphasize timeliness, quality and flexibility of mission support. The Department will pursue a continuous agenda of strategic enhancements and performance oversight for United Nations field support, globally. The Office of the Under-Secretary-General will be responsible, inter alia, for advising and supporting the Under-Secretary-General, as well as the Assistant Secretary-General, departmental directors and senior support officials, in field missions regarding the design, roll-out, implementation coordination, monitoring and reporting of strategic enhancements of the United Nations field support service delivery model, and for ensuring that field support improvements are executed coherently across the field support machinery at headquarters, in service centres and in the field missions. This will be particularly important as United Nations field support implements new initiatives in supply chain management and shared services.

5.72 The Under-Secretary-General for Field Support is mandated to lead, with guidance from Member States, the departmental strategic development and policy implementation, and is ultimately accountable for the cost-effective management of resources authorized by Member States. The Assistant Secretary-General for Field Support is responsible for the day-to-day operations of the Department, integration of departmental support lines, and monitoring and evaluation of the work of the Department's divisions. Whereas the Under-Secretary-General ensures the overall strategic coherence between the Department's work and Member States' guidance, the Assistant Secretary-General focuses more on the day-to-day operational exigencies to ensure that, in their aggregate, they reflect the extent to which the Department is performing satisfactorily.

5.73 In this context, the integrated office of the Under-Secretary-General and the Assistant Secretary-General is supported by two teams: a Strategic Support Team in the Office of the Under-Secretary-General and an Operations Support Team in the Office of the Assistant Secretary-General. The two teams allow for strengthening the management of the Department and stewardship of the human and financial resources entrusted by the General Assembly. The combined work of both teams further facilitates a more prompt response to emerging needs, e.g., mission start-ups and expansions.

5.74 The general objective of the Strategic Support Team is to support the Under-Secretary-General to ensure improved strategic and policy coherence and strengthened accountability throughout the Department, and efficient use of resources. The Operations Support Team endeavours to ensure effective support to field operations through informed analysis that transcends the institutional dividing lines both within and between Headquarters and missions. The Operations Support Team helps to ensure coherence between the Department at Headquarters, the Global Service Centre, the Regional Service Centre and peacekeeping missions, in terms of a shared emphasis on integrated services.

Table 5.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Timely delivery of outputs and services [percentage of outputs and services delivered on time]	Target	100	100	100
		Estimate		100	100
		Actual			100
(b) Effective and efficient support and technical guidance on Department of Field Support-mandated support activities to field operations as well to intergovernmental bodies, Member States and troop- and police-contributing countries	Major benchmarks, as defined in and mandated by the Security Council in its resolutions, are met for all operations and missions supported by the Department of Field Support [percentage of benchmarks met]	Target	100	100	100
		Estimate		100	100
		Actual			100
(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and of individual operations	Performance measures/targets related to the implementation of the global field support strategy during the reporting period are achieved [percentage of measures/targets achieved]	Target	100	100	100
		Estimate		100	100
		Actual			100

External factors

5.75 The Office of the Under-Secretary-General for Field Support is expected to achieve its objective and expected accomplishments on the assumption that Member States will continue to provide the necessary political support and financial resources to implement mission mandates and strategic reforms for field support.

Outputs

5.76 During the biennium 2016-2017, the following outputs will be delivered:

(a) Substantive servicing of meetings (regular budget and other assessed resources): briefings in response to all requests by the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee) (1); briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping (80);

(b) Parliamentary documentation (regular budget and other assessed resources): annual progress reports, with recommendations, to the General Assembly on progress made in the implementation of field support improvements and reforms (1);

(c) Other substantive activities (regular budget and other assessed resources): visits to major financial contributors, troop- and police-contributing countries and other Member States to discuss and advise on field support issues (16); investigations reports substantiating approximately 600 allegations of misconduct, as received from the Office of Internal Oversight Services and other investigatory entities in peacekeeping operations, are processed

to enable disciplinary action by relevant internal and external entities (1); consultations with directors and chiefs of mission support to review and assess key support components and operational issues (56); consultations with heads of missions on support components to assess key field support issues (48); visits to field operations to review progress and provide direction to mission leadership on field support issues (20); provision of awareness-raising materials for use by missions to raise awareness on protection from sexual exploitation and abuse (1); recording and tracking of investigations in instances of alleged misconduct by military, police and civilian personnel, and review of investigation reports for referral to the United Nations or Member States, for appropriate actions in substantiated instances of misconduct (1).

5.77 The distribution of resources for executive direction and management is reflected in table 5.20.

Table 5.20 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 093.5	2 093.5	4	4
Non-post	36.5	26.4	–	–
Subtotal	**2 130.0**	**2 119.9**	**4**	**4**
Other assessed	23 159.9	24 259.4	60	63
Total	**25 289.9**	**26 379.3**	**64**	**67**

5.78 The amount of $2,093,500 in post resources would provide for the continuation of 4 posts (1 USG, 1 ASG, 1 D-1 and 1 P-5) of the Office of the Under-Secretary-General. The amount of $26,400 in non-post resources relates to official travel of the staff of the Office and hospitality for the Department as a whole. The reduction ($10,100) under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel in line with General Assembly resolution 69/264.

5.79 The resources from the support account for peacekeeping operations are estimated at $24,259,400, including 63 posts and operational costs, in support of the activities under executive direction and management of the Department.

(b) Programme of work

5.80 The distribution of resources by subprogramme is reflected in table 5.21.

Table 5.21 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Field administrative support	3 274.5	3 272.0	14	14
2. Integrated support services	3 079.4	3 079.4	11	11
Subtotal	**6 353.9**	**6 351.4**	**25**	**25**
Other assessed	109 527.5	111 283.0	340	344
Total	**115 881.4**	**117 634.4**	**365**	**369**

Subprogramme 5
Field administrative support

Resource requirements (before recosting): $3,272,000

5.81 Substantive responsibility for the subprogramme is vested in the Field Personnel Division and the Field Budget and Finance Division in the Department of Field Support. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.22 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	Increased percentage of missions that meet the projected incumbency rates set in the context of approved mission plans and budgets	Target	86	84.5	100
		Estimate		84.5	83
		Actual			83
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Increased percentage of international and national female staff serving in peacekeeping operations and other United Nations field missions	Target	23	–	–
		Estimate		–	–
		Actual			–
	(ii) Maintenance of a three-month average processing time frame (from receipt of the mission-certified claim to its approval by the Department) for contingent-owned equipment claims	Target	3	3	3
		Estimate		3	3
		Actual			3
(c) More timely response and follow-up to allegations of misconduct	(i) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the Misconduct Tracking System	Target	7	7	7
		Estimate		7	7
		Actual			7

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
	(ii) All allegations of serious misconduct recorded by peacekeeping operations in the Misconduct Tracking System are referred for investigations, as appropriate, within 3 days	Target	3	3	3
		Estimate		3	3
		Actual			3
(d) Increased measures to prevent serious misconduct	Decreased number of substantiated allegations of serious misconduct [percentage of allegations of serious misconduct as compared to total number of allegations]	Target	10	–	–
		Estimate		–	–
		Actual			–

External factors

5.82 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that Member States will continue to provide the necessary political support and resources.

Outputs

5.83 During the biennium 2016-2017, the following outputs will be delivered:

(a) Parliamentary documentation (regular budget and other assessed resources): preparation of inputs to the report of the Secretary-General on personnel matters; preparation of inputs to human resources management performance scorecard to the annual report of the Office of Human Resources Management to the Management Performance Board; presentation and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies in the context of field operations, including peacekeeping operations, special political missions, the United Nations Logistics Base and regional and global service centres, and cross-cutting issues;

(b) Conference services, administration, oversight (regular budget and other assessed resources): human resources: advice on the staffing structure as well as categories, levels and functional titles of posts; monitoring the delegation of major human resources management authorities to missions in line with the global field support strategy as approved by the General Assembly in its resolution 64/269; briefings to Member States on administrative and personnel issues relating to staffing of field missions; deployment of mission assist teams to address the recruitment and administrative and technical human resources management needs of field operations at critical times; organization of and participation in the Chief Human Resources Officer conference and the United Nations inter-agency career development round table; managing the staff selection process for posts in peacekeeping operations and special political missions, adhering to the standards and principles as set out in the relevant administrative instruction (ST/AI/2010/3); outreach through participation in career and job fairs, targeted advertising in dedicated websites and professional publications; targeted outreach activities with troop-contributing countries and police-contributing countries, as well as other unrepresented and underrepresented Member States; provision of business intelligence tools for both operational key performance indicators and strategic analytics for field staffing; provision of human resources policy guidance to national and international staff through the civilian personnel sections in the field; legal and policy guidance and responses provided to over 600 informal and formal cases and enquiries from field missions,

the Management Evaluation Unit, the Ombudsman and Mediation Services, the Office of Human Resources Management and other offices; oversight and evaluation of the performance of human resources management functions in the field through participation in Office of Human Resources Management monitoring visits;

(c) Programme planning, budget and accounts (regular budget and other assessed resources): establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis; exchanges of letters between the Department of Field Support and the United Nations Volunteers outlining the framework of the services of United Nations Volunteers deployed to peacekeeping operations and special political missions; financial management of liquidating field operations; negotiations of memorandums of understanding for missions; processing of contingent-owned equipment reimbursement, letters of assist and death and disability compensation claims; formulation of resource requirements to support the assessment and planning for new and expanding peacekeeping operations in response to Security Council mandates; field assistance visits to provide in situ support, including for the preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives; provision of advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters; provision of advice to field operations, including peacekeeping operations, special political missions and the United Nations Logistics Base, and the Regional Service Centre in Entebbe, Uganda, on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts and management of financial resources; support for the implementation of International Public Sector Accounting Standards and the Umoja enterprise resources planning system in peacekeeping operations; support to the global field support strategy, including the implementation of regional and global service centres with regard to shared finance services; and training of peacekeeping mission budget and finance personnel on new and existing field financial systems and business processes.

5.84 The distribution of resources for subprogramme 5 is reflected in table 5.23.

Table 5.23 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 248.7	3 248.7	14	14
Non-post	25.8	23.3	–	–
Subtotal	**3 274.5**	**3 272.0**	**14**	**14**
Other assessed	58 277.1	59 651.8	184	188
Total	**61 551.6**	**62 923.8**	**198**	**202**

5.85 The amount of $3,248,700 in post resources would provide for the continuation of 14 posts (1 P-5, 2 P-4, 4 P-2/1 and 7 General Service (Other level)) under the Field Personnel Division and the Field Budget and Finance Division. The non-post resources in the amount of $23,300 relate to the official travel of staff of the Divisions. The reduction ($2,500) under travel of staff takes into account the anticipated impact of the approved standards of accommodations for air travel.

5.86 The resources from the support account for peacekeeping operations estimated at $59,651,800 would include 188 posts and operational costs to carry out the programme of work and to deliver the outputs under the subprogramme.

Subprogramme 6
Integrated support services

Resource requirements (before recosting): $3,079,400

5.87 Substantive responsibility for the subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure proper materials, equipment and support services to field missions for the efficient delivery of their mandates

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates	(i) Identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates	Target	90	90	90
		Estimate		90	90
		Actual			90
	(ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel	Target	20	20	20
		Estimate		20	20
		Actual			20
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(i) Missions have access to valid systems contracts with sufficient not-to-exceed amounts, 365 days a year	Target	365	365	365
		Estimate		365	365
		Actual			365
	(ii) Wide area network is functioning 99.8 per cent of the time	Target	99.8	99.8	99.8
		Estimate		99.8	99.8
		Actual			99.8

External factors

5.88 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required political and resource support.

Outputs

5.89 During the biennium 2016-2017, the following outputs will be delivered:

(a) Improved management of transportation and movement contracts;

(b) Improved management of specialist support contracts;

(c) Enhanced tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirement for equipment, commodities and services.

5.90 The distribution of resources for subprogramme 6 is reflected in table 5.25.

Table 5.25 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 079.4	3 079.4	11	11
Non-post	–	–	–	–
Subtotal	**3 079.4**	**3 079.4**	**11**	**11**
Other assessed	51 250.4	51 631.2	156	156
Total	**54 329.8**	**54 710.6**	**167**	**167**

5.91 The amount of $3,079,400 in post resources would provide for the continuation of 11 posts (1 D-2, 1 P-5, 4 P-3, 2 P-2/1 and 3 General Service (Other level)) under the Logistics Support Division and the Information and Communications Technology Division.

5.92 The resources from the support account for peacekeeping operations estimated at $51,631,200 would include 156 posts and operational costs to carry out the programme of work and to deliver the outputs under the subprogramme.

B. Peacekeeping missions

Resource requirements (before recosting): $92,393,100

5.93 Provisions under this component relate to requirements of UNTSO at $70,430,600 and UNMOGIP at $21,962,500.

1. United Nations Truce Supervision Organization

Resource requirements (before recosting): $70,430,600

5.94 The United Nations Truce Supervision Organization (UNTSO) was established under the provisions of Security Council resolution 50 (1948) for the purposes of supervising the truce in Palestine. In its resolution 73 (1949), the Council requested the Secretary-General to arrange for the continued service of such personnel of UNTSO as might be required in observing and maintaining the ceasefire, as requested by the Council in its resolution 54 (1948), and as might be

necessary in assisting the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements.

5.95 The overall purpose of UNTSO is to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements in accordance with Security Council resolution 73 (1949).

5.96 UNTSO will continue to implement its current core functions of observer deployment and of liaison with regional authorities under its regional mandate. It will provide trained military observers to the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL) to assist with the implementation of their respective mandates. It will maintain its observer presence in Egypt through a liaison office and conduct a minimum acceptable level of patrols.

5.97 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including on the safety and security situation. It will also exercise command and provide administrative, logistic and security support to all outstations and at its headquarters. It will use the good offices of the head of mission in strengthening the relationships between its host nations. The mission will maintain and improve effective liaison with the troop-contributing nations' ambassadorial and consular representatives, and with regional United Nations organizations. It will develop contingency planning to address changes in the military and/or political situation in its area of operation.

5.98 UNTSO will deliver its programme of work in accordance with the strategy detailed in part B, section 1, of programme 4 of the biennial programme plan for the period 2016-2017.

Table 5.26 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*			
			2016-2017	*2014-2015*	*2012-2013*
The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General [percentage]	Target	100	100	100
		Estimate		100	100
		Actual			100

External factors

5.99 The subprogramme is expected to achieve its objective and expected accomplishment on the assumption that: (a) all parties to the 1949 Armistice Agreements will cooperate with UNTSO in the performance of its functions; and (b) all parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.

Outputs

5.100 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget); substantive activities: round-the-clock staffing of observation posts, patrols, investigations and inspections, weekly situation reports, special reports (annual reports, monthly military situation reports, country

briefs, thematic and analytical reports), security reports; meetings with host Government officials and agencies, troop-contributing countries' representatives and heads of other United Nations operations in the UNTSO mission area, liaison meetings with villagers and local government; induction training of military observers;

(b) Other substantive activities (regular budget): contingency planning; Observer Group visits by Head of Mission in the areas of operation; staff assistance visits; outstation oversight visits by the Deputy Chief of Staff;

(c) Conference services, administration, oversight (regular budget): logistics support (transport, engineering, general services, information and communications technology) to substantive activities; inter-agency and inter-mission support agreements (3).

5.101 The distribution of resources for UNTSO is reflected in table 5.27.

Table 5.27 **Resource requirements: United Nations Truce Supervision Organization**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	46 879.8	44 532.8	249	237
Non-post	27 365.2	25 897.8	–	–
Total	**74 245.0**	**70 430.6**	**249**	**237**

5.102 The total requirements for UNTSO for the biennium 2016-2017 amount to $70,430,600, reflecting a net decrease of $3,814,400 compared with the revised appropriation for the biennium 2014-2015.

5.103 The amount of $44,532,800 in post resources would provide for 237 posts (1 ASG, 2 D-1, 2 P-5, 3 P-4, 3 P-3, 1 P-2/1, 77 Field Service, 146 Local level and 2 National Officer). The decrease of $2,347,000 reflects the net effect of the proposed abolishment of 13 posts (2 Field Service level and 11 General Service (Local level)), the reclassification of 5 Field Service posts to the Local level, and the establishment of two new posts (1 P-4, Chief of Supply Chain Management, and 1 P-3, Political Affairs Officer for the Analysis Team), and the proposed abolishment of one post (1 Field Service level) in line with General Assembly resolution 69/264.

5.104 The proposed changes in the number and level of posts are in line with the streamlining of support structure and redistribution of workloads and the outsourcing of security services. The proposed establishment of a Chief of Supply Chain Management at a P-4 level under the Supply Chain Management Section at present handled by the Chief of the Technical Services Section at a Field Service level will have overall responsibility of the Logistics, Engineering, Transport, Property Management and Medical Units. The supervisors of those five Units are in the Professional and Field Service categories. The Chief Supply Chain Management position will provide overall planning and guidance, and coordinate the implementation of complex projects in the mission-area, and given the functions of the position and the level of supervision, it is deemed appropriate to encumber that position at the Professional level, with relevant academic qualifications and experience in all of those areas. Additionally, a post of Political Affairs Officer at the P-3 level is requested to enhance and, more importantly, to provide continuity to the integrated analytical and reporting capabilities of UNTSO; the post will collect and synthesize all sources of information in order to produce medium and long-term integrated regional analysis for mission leadership. It is further proposed to nationalize and reclassify 5 Field Service staff (one cashier, Finance and Budget Section, Jerusalem; one information technology assistant, Information Technology and

Table 5.29 **Resource requirements: United Nations Military Observer Group in India and Pakistan**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	9 250.3	9 250.3	74	74
Non-post	9 942.1	12 712.2	–	–
Total	**19 192.4**	**21 962.5**	**74**	**74**

5.114 The total requirements for UNMOGIP for the biennium 2016-2017 amount to $21,962,500, reflecting a net increase of $2,770,100 compared with the revised appropriation for the biennium 2014-2015.

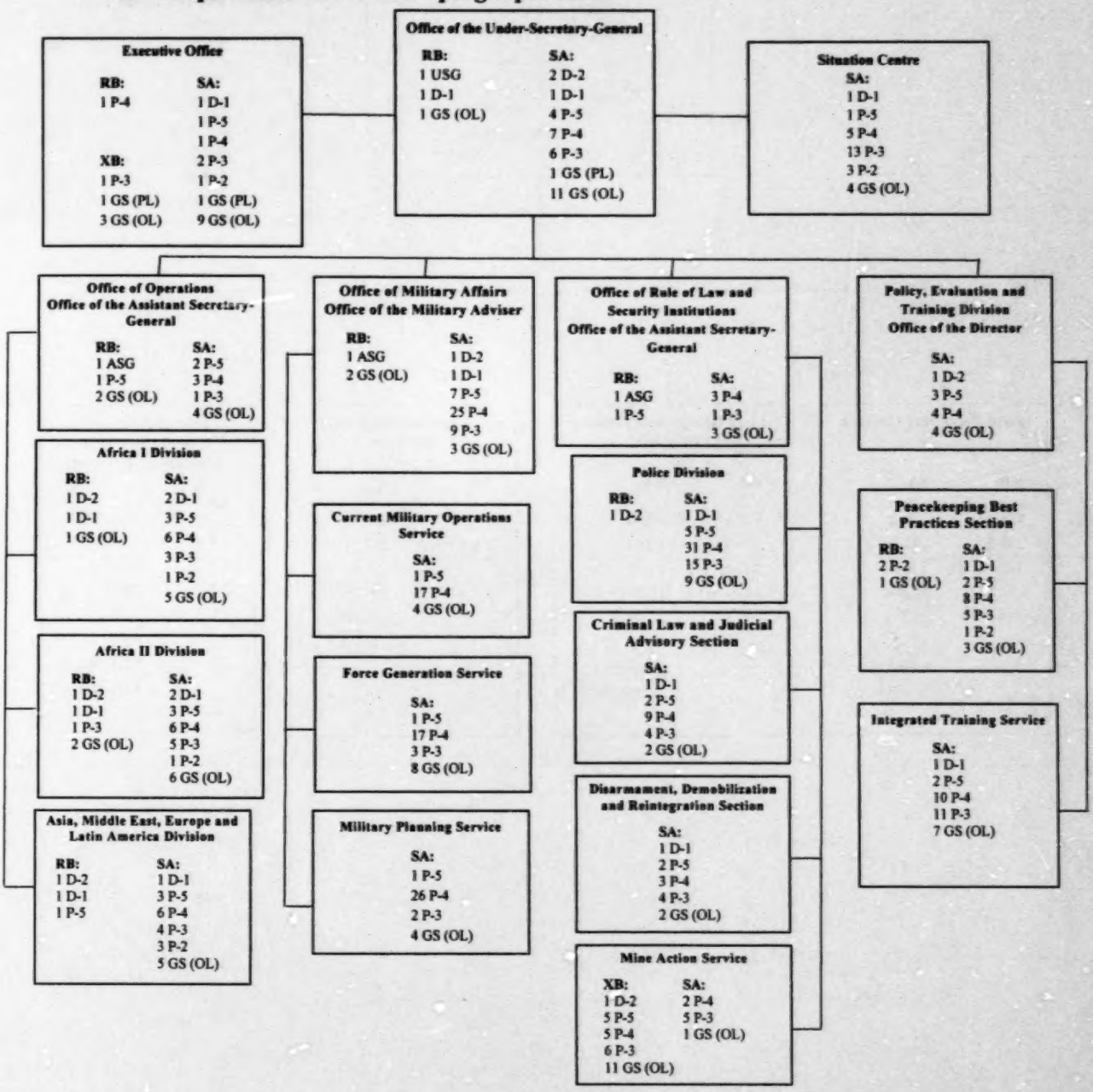
5.115 The amount of $9,250,300 in post resources would provide for 74 posts (1 D-2, 1 P-5, 1 P-4, 22 Field Service and 49 Local level) of UNMOGIP.

5.116 The amount of $12,712,200 under non-post resources would provide for other staff costs, general operating expenses, travel, contractual services, supplies and materials, furniture and equipment, among others. The net increase in non-post resources in the amount of $2,770,100 reflects: (a) the increase of $2,896,400 related to the new headquarters refurbishment requirements, the reimbursement for monetized value of the use of ongoing facilities provided by the Indian Army, and the rental of the premises of the liaison office in New Delhi, offset in part by (b) a reduction of $126,300 under travel of staff that takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions in line with General Assembly resolution 69/264.

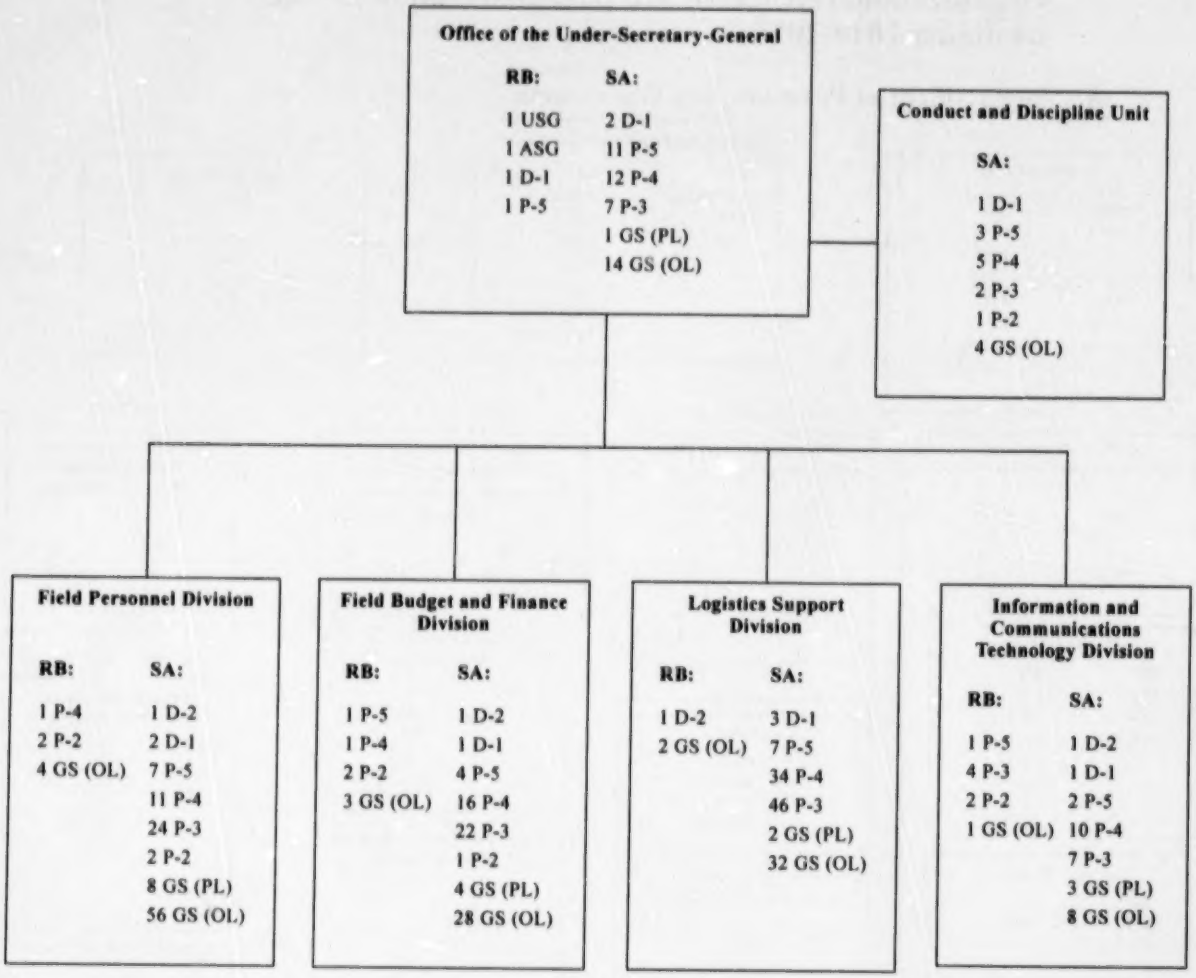
Annex I

Organizational structure and post distribution for the biennium 2016-2017

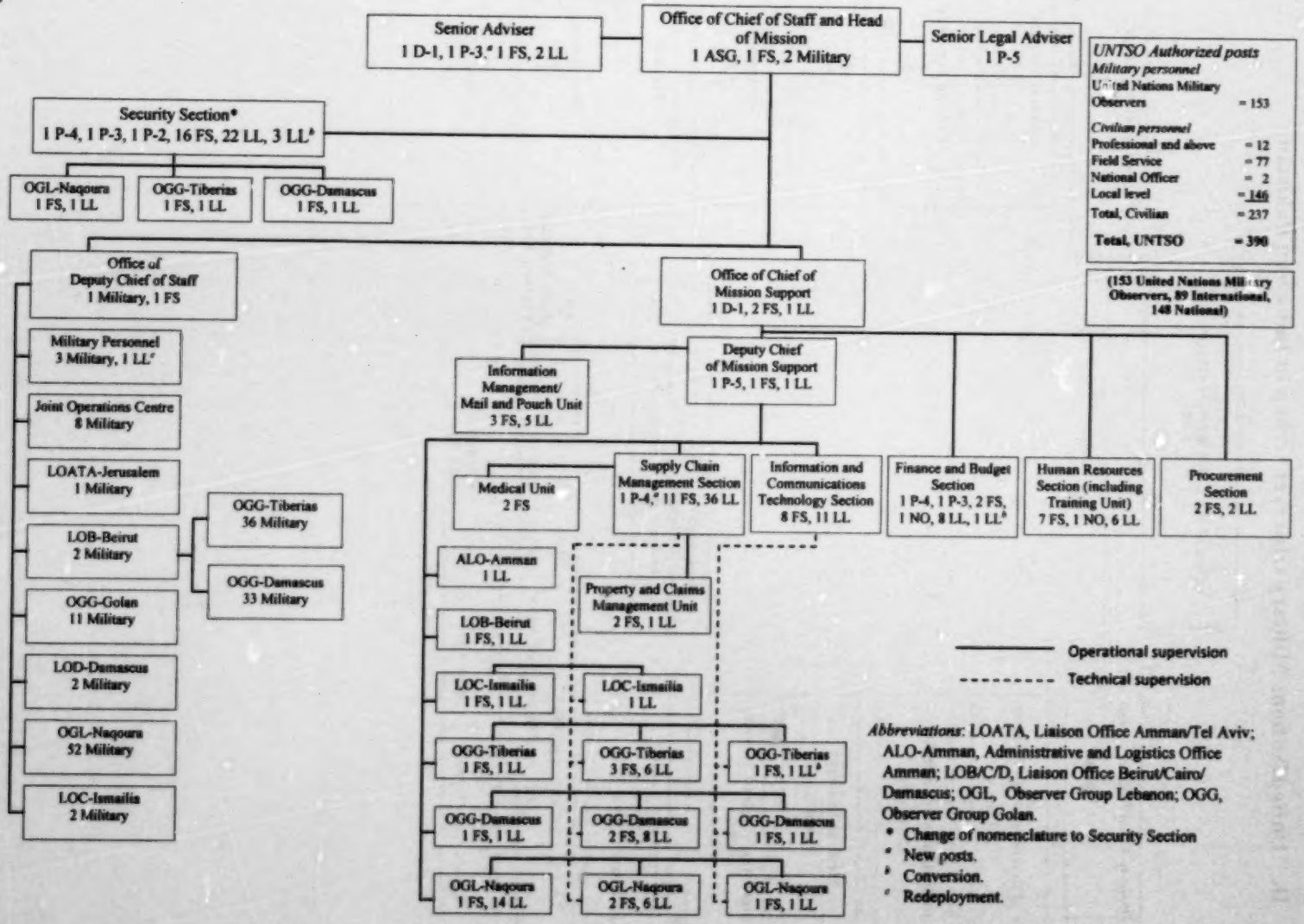
A. Department of Peacekeeping Operations


Executive Office
RB: 1 P-4
XB: 1 P-3, 1 GS (PL), 3 GS (OL)
SA: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 GS (PL), 9 GS (OL)
Office of the Under-Secretary-General
RB: 1 USG, 1 D-1, 1 GS (OL)
SA: 2 D-2, 1 D-1, 4 P-5, 7 P-4, 6 P-3, 1 GS (PL), 11 GS (OL)
Situation Centre
SA: 1 D-1, 1 P-5, 5 P-4, 13 P-3, 3 P-2, 4 GS (OL)
Office of Operations
Office of the Assistant Secretary-General
RB: 1 ASG, 1 P-5, 2 GS (OL)
SA: 2 P-5, 3 P-4, 1 P-3, 4 GS (OL)
Africa I Division
RB: 1 D-2, 1 D-1, 1 GS (OL)
SA: 2 D-1, 3 P-5, 6 P-4, 3 P-3, 1 P-2, 5 GS (OL)
Africa II Division
RB: 1 D-2, 1 D-1, 1 P-3, 2 GS (OL)
SA: 2 D-1, 3 P-5, 6 P-4, 5 P-3, 1 P-2, 6 GS (OL)
Asia, Middle East, Europe and Latin America Division
RB: 1 D-2, 1 D-1, 1 P-5
SA: 1 D-1, 3 P-5, 6 P-4, 4 P-3, 3 P-2, 5 GS (OL)
Office of Military Affairs
Office of the Military Adviser
RB: 1 ASG, 2 GS (OL)
SA: 1 D-2, 1 D-1, 7 P-5, 25 P-4, 9 P-3, 3 GS (OL)
Current Military Operations Service
SA: 1 P-5, 17 P-4, 4 GS (OL)
Force Generation Service
SA: 1 P-5, 17 P-4, 3 P-3, 8 GS (OL)
Military Planning Service
SA: 1 P-5, 26 P-4, 2 P-3, 4 GS (OL)
Office of Rule of Law and Security Institutions
Office of the Assistant Secretary-General
RB: 1 ASG, 1 P-5
SA: 3 P-4, 1 P-3, 3 GS (OL)
Police Division
RB: 1 D-2
SA: 1 D-1, 5 P-5, 31 P-4, 15 P-3, 9 GS (OL)
Criminal Law and Judicial Advisory Section
SA: 1 D-1, 2 P-5, 9 P-4, 4 P-3, 2 GS (OL)
Disarmament, Demobilization and Reintegration Section
SA: 1 D-1, 2 P-5, 3 P-4, 4 P-3, 2 GS (OL)
Mine Action Service
XB: 1 D-2, 5 P-5, 5 P-4, 6 P-3, 11 GS (OL)
SA: 2 P-4, 5 P-3, 1 GS (OL)
Policy, Evaluation and Training Division
Office of the Director
SA: 1 D-2, 3 P-5, 4 P-4, 4 GS (OL)
Peacekeeping Best Practices Section
RB: 2 P-2, 1 GS (OL)
SA: 1 D-1, 2 P-5, 8 P-4, 5 P-3, 1 P-2, 3 GS (OL)
Integrated Training Service
SA: 1 D-1, 2 P-5, 10 P-4, 11 P-3, 7 GS (OL)

B. Department of Field Support



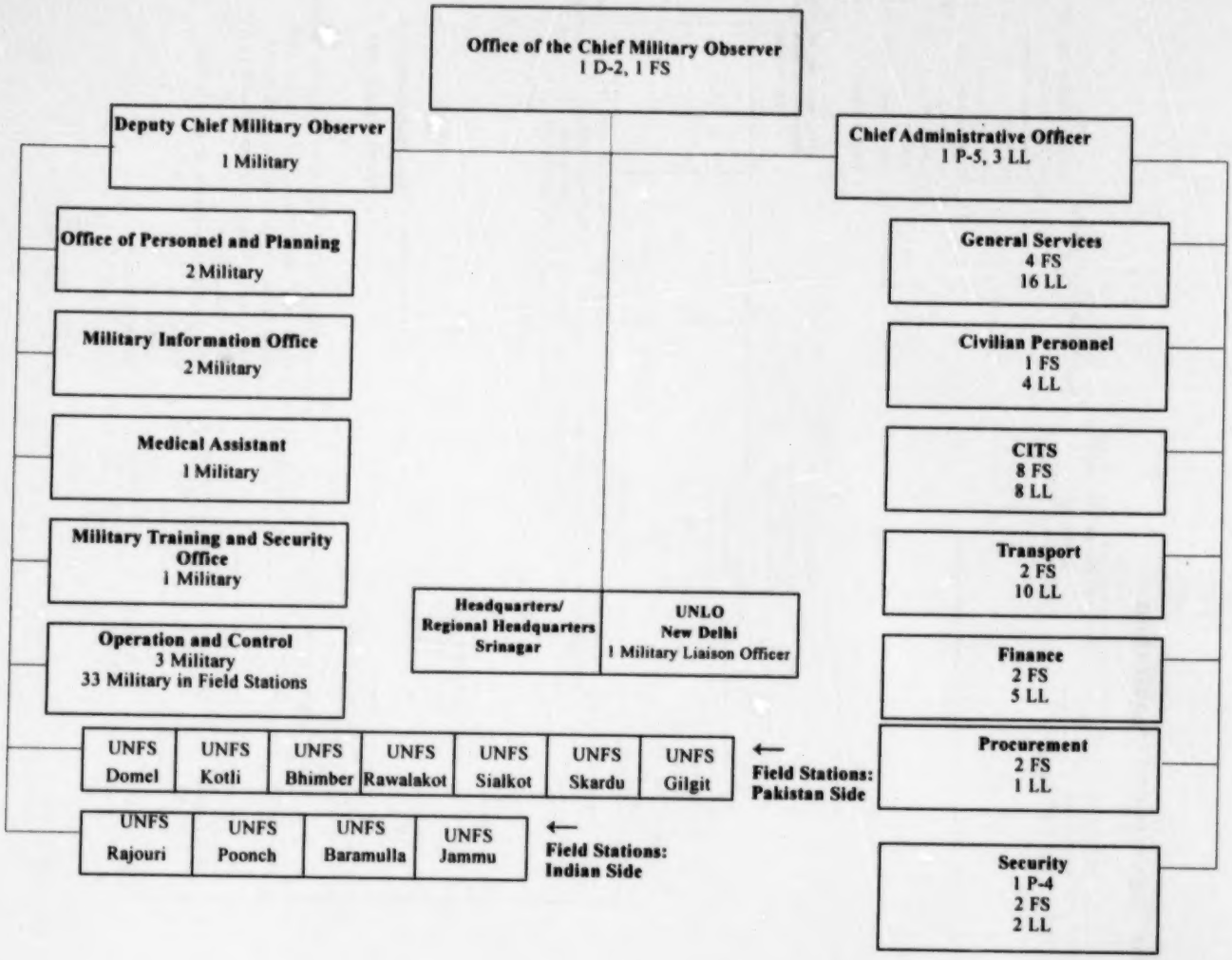
C. United Nations Truce Supervision Organization



Abbreviations: LOATA, Liaison Office Amman/Tel Aviv; ALO-Amman, Administrative and Logistics Office Amman; LOB/C/D, Liaison Office Beirut/Cairo/Damascus; OGL, Observer Group Lebanon; OGG, Observer Group Golan.

• Change of nomenclature to Security Section
[c] New posts.
[b] Conversion.
[r] Redeployment.

D. United Nations Military Observer Group in India and Pakistan



Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/68/7)	
The Committee requests that efficiency gains to be achieved be reported in the performance reporting mechanism for 2014-2015 and reflected in the proposed programme budget for 2016-2017 (para. II.50).	In conjunction with a Department of Field Support review team, UNTSO conducted a staffing review with the aim of streamlining its organizational structure (particularly in the light of the creation of technical services). The process resulted in redistribution of duties in some functional areas, as well as pooling of staff performing similar functions, and culminated in the identification of 1 Field Service post and 8 General Service posts for abolishment, and nationalized a further 2 Field Service posts. UNTSO has thereby eliminated redundancies, rationalized its service delivery processes and boosted national capacity. The amalgamation of Transport and General Services into a new Technical Services section has allowed UNTSO to consolidate all staff with driving duties (MOVCON and Transport) under its dispatch service, which in turn leads to increased availability of drivers and improved efficiency in completion of driving tasks. The new organizational structure also places full responsibility for outstation operations with the Office of the Deputy Chief of Mission Support; this allows a more rapid resolution of issues directly related to mandate implementation, and permits the Chief of Mission Support to focus better on strategic and policy issues, such as the preparations for, and implementation of, IPSAS and Umoja.
The Advisory Committee expects that UNTSO will explore opportunities to achieve efficiency gains in connection with greater office-automation applications of technology (para. II.58).	Ongoing implementation of centralized e-mail and applications will consequently result in reduction of hardware requirements, which is expected over the coming years.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Committee stresses the need for the Secretary-General to fill the other vacant posts expeditiously and to ensure that posts are utilized for the purposes for which they were intended or proposed for abolishment. In addition, the Committee recalls its view that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justification provided for their retention in the proposed programme budget. Otherwise, they should be proposed for abolishment (para. II.54).	UNTSO has carried out a comprehensive staffing review and has only 1 post vacant for more than two years which is recommended for abolishment in 2016-2017.

Annex III

Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

A/68/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1 Operations			
5.38 (a) (iii)	Institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response	1	Completed. The output has been completed and institutional agreements are in place. Any revision or updating of such agreements is considered a going concern.
	Subtotal	**1**	
Subprogramme 3 Rule of law and security institutions			
5.50 (a) (ii)	Formulation of two standard guidance materials regarding institutional and capacity development of local police	2	Streamlined. Standard guidance materials now included under the "Strategic Guidance Framework".
5.50 (a) (ii)	5 visits to contributing Member States of the United Nations Roster of Security Sector Reform Experts, in particular those underrepresented in the roster	5	Obsolete. Owing to budgetary constraints, support from Member States to the Roster of Security Sector Reform Experts is limited to consultations with Permanent Missions in New York.
	Subtotal	**7**	
	Total	**8**	
Executive direction and management			
5.71 (d)	Provision of updated material for predeployment training on conduct and discipline in missions, including on the zero-tolerance approach to misconduct	1	Completed. Time-bound activity that has been completed following the implementation of the global field support strategy.
	Subtotal	**1**	
Subprogramme 5 Field administrative support			
5.78 (b)	Phased implementation of career development strategy, comprising online career path models for selected occupational groups; provision of online and direct career support for staff members in the field	1	Completed. Initial implementation completed in 2014-2015: thereafter a continuous activity.

A/68/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
5.78 (b)	Provision of business intelligence tools for both operational key performance indicators and strategic analytics for field staffing	1	Completed. One-time activity to be implemented in 2014-2015.
5.78 (b)	Provision of human resources policy guidance to national and international staff through the civilian personnel sections in the field	1	Completed. Initial implementation completed in 2014-2015; thereafter a continuous activity.
5.78 (b)	Development and implementation of a framework for the classification of national posts	1	Completed. Initial implementation completed in 2014-2015; thereafter a continuous activity.
5.78 (b)	Development of a succession planning mechanism to ensure the timely provision to missions of short lists of high-quality candidates for positions of Director of Mission Support, Chief of Mission Support, Chief of Integrated Support Services, Chief of Technical Services	1	Completed. One-time activity to be implemented in 2014-2015.
5.78 (b)	Implementation, in coordination with the Office of Human Resources Management, of harmonized conditions of service of staff in the field	1	Completed. Initial implementation completed in 2014-2015; thereafter a continuous activity.
	Subtotal	**6**	
Subprogramme 6 Integrated support services			
5.84	Enhanced strategic deployment stock based on peacekeeping mission requirements, lessons learned and technological changes	1	Moved. The strategic deployment stock functions have been transferred to the United Nations Global Service Centre in Brindisi, Italy. Therefore, this output will no longer be delivered under this subprogramme.
	Subtotal	**1**	
	Total	**8**	

A/68/6 (Sect. 5), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
UNTSO			
5.95 (a)	Daily, weekly, monthly and special reports on incidents/violations, political developments and safety and security issues	1	Terminated. Reference is made to 2008/2009 programme performance reports whereby UNTSO reported that UNIFIL and UNDOF have the primary responsibility to investigate and report the incidents/violations.
5.95 (a)	Military daily operations reports	1	Terminated. Under the existing United Nations Operation Control (UNOPCON) arrangements, the Observer Group Lebanon (OGL) and the Observer Group Golan (OGG) report directly to UNIFIL and UNDOF, respectively.
5.95 (a)	Monthly security incident reports	1	Terminated. Reference is made to 2008/2009 programme performance reports whereby UNTSO reported that UNIFIL and UNDOF have the primary responsibility to investigate and report the incidents/violations.
5.95 (a)	Operational investigations of incidents/violations	1	Terminated. Reference is made to 2008/2009 programme performance reports, whereby UNTSO reported that UNIFIL and UNDOF have the primary responsibility to investigate and report the incidents/violations. OGL-UNIFIL has the primary responsibility to investigate and report on the Blue Line violations. OGG-UNDOF has the primary responsibility to investigate and report on the area of separation.
	Total	4	